

External Review Team (ERT) Report Instrument

Office of Federal and State Accountability Division of Accountability



South Carolina
Department of Education

Together, we can.

School: St Andrews Middle School

District: Richland One

Principal: Kenneth Richardson

FOCUSED SCHOOL RENEWAL PLAN (FSRP) 2008–09 School Year of Implementation

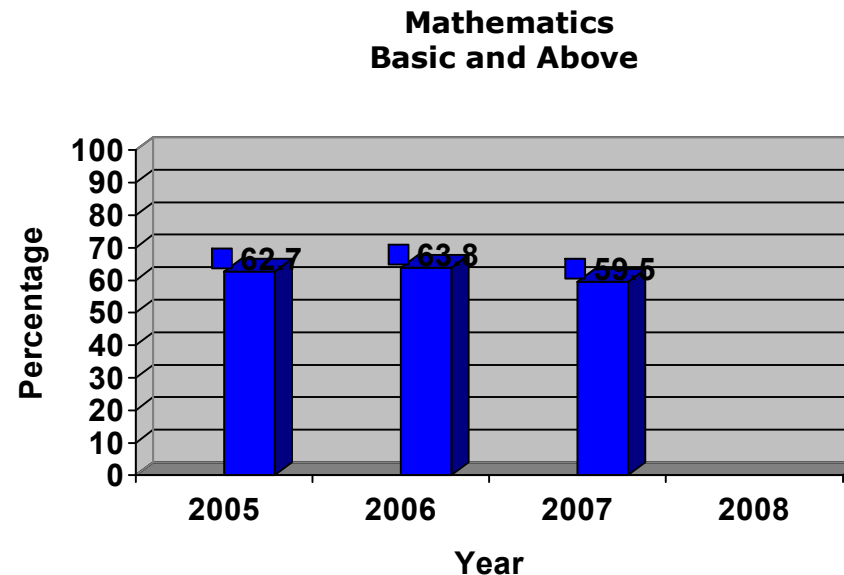
Rationale

St. Andrews Middle school is one of nine Middle schools in Richland School District One. We currently serve 642 students. Our student population has decreased over the past five years from 804 students in 2002-2003. Approximately 91% of the 2006-2007 student population was African-American. The remaining 9% was comprised of white, Hispanic and other ethnicities. During the 2006-2007 school year, 74% of our students were on free or reduced lunch, 11% had Individualized Educational Plans (IEP), and 12% qualified for Gifted and talented classes in Math, ELA, Science and/or Social Studies. We served 12 students with limited English proficiency in our regular Math, ELA, Science, and Social Studies classes in addition to our English as a Second Language (ESOL) classes. Our faculty during the 2006-2007 school year was comprised of 49.1% with advanced degrees, 61.4% continuing contract teachers, 13.7 were on emergency or provisional contracts, 85.2 had attained Highly Qualified Status and 83.7% were returning from the previous school year. The principal has been at the school for 11 years and the student-teacher ratio at St. Andrews Middle School for the 2006-2007 school year was 17.4 to 1. The amount of the school day spent on prime instruction was 89.1%.

St. Andrews Middle School uses the state Assessment-Palmetto Achievement Challenge Test (PACT), Reading Renaissance (STAR), Accelerated Math, Larson's Algebra, common assessments, District Benchmark testing, MAP tests, teacher created tests, and SuccessMaker, along with other formative, interim, and summative assessments, as our basis for assessing student performance. Tests are administered in all academic areas: English/Language Arts, Math, Science and Social Studies. Results of the data and achievement study indicate that new strategies and interventions must be implemented to address overall student achievement on PACT. Student achievement on district and state benchmarks are below expected standards in all content areas assessed. PACT scores over the past three years indicate that progress has been made in some areas and in certain subgroups, but that there has been no significant overall improvement. The charts below indicate the percentage of students who scored Basic and Above on PACT ELA, Math, Science, and Social Studies over the last three (3) years.

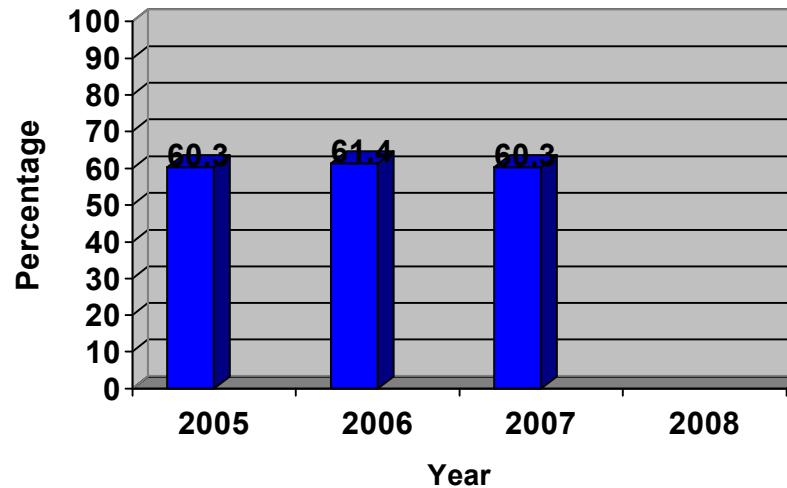
A variety of resources were used to complete the Focused School Renewal Plan. Detailed analysis of PACT and Benchmark scores, SuccessMaker reports, the school report card, demographic data provided by the State Department, the District's Strategic Plan, feedback from Classroom Walk-Throughs, and teacher observations were utilized. The school also implements the District's Plan-Do-Check-Act (PDCA) model for continuous Improvement. Data from our available resources and assessment of current programs and intervention strategies were examined by the School Leadership Team (SLT), teachers, and the State Department assigned External Review Team (ERT) members to ensure that the needs of our students are being met. The goals and action plans were then developed after further analysis and discussions of the available data.

Analysis of 2007 PACT data indicated a significant number of students in all grade levels that scored within five (5) points of the next achievement level. This trend was observed in all areas tested. We selected this group of students as our target population for the 2007-2008 school year in an attempt to raise academic achievement across all grades and subject areas. Using an Absolute Value Calculator (AVC), we determined that an overall increase of 25% on PACT Math, a 25% increase on PACT ELA, and a 25% increase in PACT Science would provide adequately yearly progress and increase our report card to average or above.



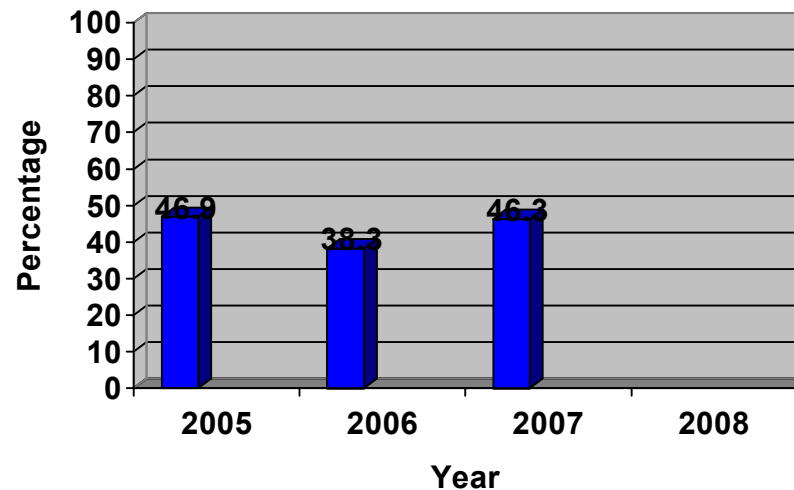
As noted in the PACT Math data chart, the number of students meeting standard in 2007 decreased 4.3% from the 2006 scores. In order to achieve our goal in the area of Math, various programs and practices will be used across the curriculum. They include the following: Math enrichment time scheduled during and after the school day, analysis of SuccessMaker, Benchmark and MAP assessments to determine areas of weakness for individual students, daily Fantastic Five activities, weekly PACT Math preparation using "Challenge the PACT" questions and problems. Teachers will also utilize various forms of technology (i.e. Smart Boards, Interwrite Pads, "I Can Learn" Math Lab, and other software) to enhance instruction. After school tutorials, Saturday School tutorials, Pull-Out programs, common teacher content planning within each grade level and across grade levels, Math curriculum night, teacher professional development and student incentives will be used to motivate and inspire teachers and students to increase academic achievement.

ELA Basic and Above



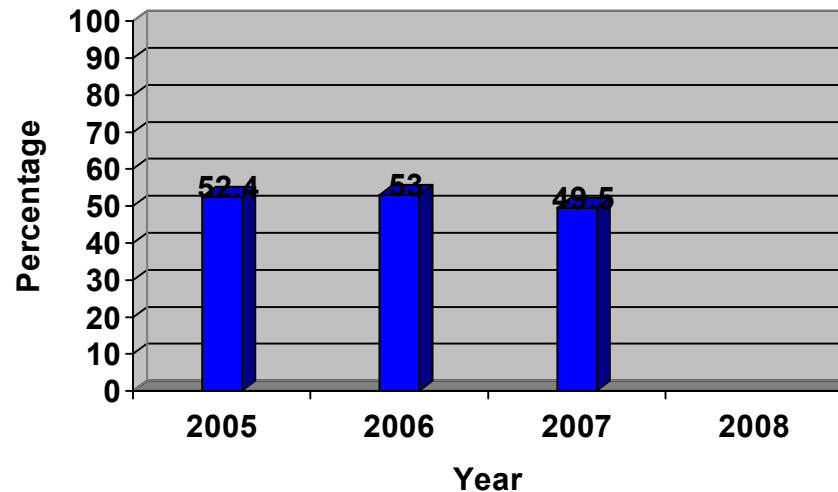
PACT data for the past three (3) years has shown no significant gain. The percentage of students meeting the standard in 2007 decreased slightly (1.1%) from the 2006 scores. To support our goal of increased student achievement on PACT ELA, we will plan and implement a variety of school-wide programs and practices. They include the following: daily instructional strategies using a Balanced Literacy Approach as outlined in the District's Middle School Delivery Frameworks, analysis of SuccessMaker, Benchmark and MAP assessments to determine areas of weakness for individual students, ELA enrichment time scheduled during and after the school day, SuccessMaker, Benchmark and MAP assessments to determine areas of weakness for individual students, weekly PACT ELA preparation using questions and activities from the "SC Holt Elements of Literature Test Prep" and "Buckle Down-SC PACT" workbooks. Teachers will also utilize various forms of technology (i.e. Smart Boards, Soliloquy Reading, and other software) to enhance instruction. After school tutorials, Saturday School tutorials, Pull-Out programs, common teacher content planning within each grade level and across grade levels, ELA curriculum night, teacher professional development and student incentives will be used to motivate and inspire teachers and students to increase academic achievement.

Science Basic and Above



PACT Science data from 2007 indicated an increase of 7.6 from the 2006 scores, but remains below the district performance level. There has been no significant gain in overall scores since the 2005 PACT. Various programs and practices will be implemented to reach our Science achievement goal. Strategies will include: Science enrichment time scheduled during and after the school day, analysis of SuccessMaker, Benchmark and MAP assessments to determine areas of weakness for individual students, weekly PACT Science preparation using "Challenge the PACT" questions and problems. Teachers will also utilize various forms of technology (i.e. Smart Boards, Computers on Wheels- COWS, United Streaming, and other software) to enhance instruction. After school tutorials, Saturday School tutorials, Pull-Out programs, common teacher content planning within each grade level and across grade levels, Science curriculum night, teacher professional development and student incentives will be used to motivate and inspire teachers and students to increase academic achievement.

Social Studies Basic and Above



Although we have no Focused School Renewal Goal for Social Studies for the 2008-2009 school year, we will implement many of the same strategies that are offered for our other content areas. These include: Social Studies enrichment time scheduled during and after the school day, analysis of Benchmark and teacher-made assessments to determine areas of weakness for individual students, weekly PACT Social Studies preparation using "Challenge the PACT" questions and problems, teachers will also utilize various forms of technology (i.e. Smart Boards, Computers on Wheels - COWS, United Streaming, BrainPop, Avery Keys, etc) to enhance instruction. After school tutorials, Saturday School tutorials, Pull-Out programs, common teacher content planning within each grade level and across grade levels, Social Studies curriculum night, teacher professional development and student incentives will be used to motivate and inspire teachers and students to increase academic achievement.

September 19, 2008:

The Student Achievement measurement for Focused Goal 3, Science, has been revised to use District Benchmark testing in lieu of MAP testing. The School District will not Administer MAP Science for this school year.

School Timeline

July 2008:

- Faculty Retreat (Vision for student achievement, FSRP strategies, and implementation of effective instructional strategies)
- Content Level Planning by Grade
- PACT Data Analysis
- Completion of Yearly Calendar
- Completion of New Master Schedule and student scheduling
- Scheduling of students based on individual and special educational needs

August 2008:

- Share school goals and expectations, and vision for student achievement with students, faculty, staff, and parents
- Development of long-range instructional plans and course requirements by each classroom teacher
- Begin Star Reader pre-test and SuccessMaker IPM to all students to determine current achievement levels
- Provide school-wide professional development on incorporating high yield strategies into classroom instruction

September 2008:

- Begin implementation of after school enrichment and remediation programs
- Conduct analysis of Star Reader and SuccessMaker reports to determine individual student needs
- Administer Fall MAP test to all students in grades 6-8
- Training on the use of Smart Boards for science and Math teachers
- Meeting with all new faculty and staff to share FSRP
- Conduct workshop on planning effective common assessments will be provided for content area teachers
- Plan for implementation of before, during, and after school enrichment and remediation programs
- Conduct advanced SuccessMaker training for all Math, ELA, and Science teachers
- Provide MAP training for all Math, ELA, and Science teachers
- Analyze of PACT data by teachers
- Implementation of the instructional strategies outlined in the FSRP by classroom teachers
- Conduct weekly classroom observations by administrative staff will begin and continue throughout the school year
- Provide Inter-Write PAD training to math and Social Studies teachers
- Reading Curriculum Night will be held
- Provide teacher training and begin implementation of SIPPS Literacy Program in Grade 6.

October 2008:

- Conduct MAP test score analysis by ELA, Math, and Science teachers to determine areas of weakness
- Plan additional strategies for academic improvement
- Provide professional development on increasing academic rigor and accountable talk into daily instruction
- Math Curriculum Night will be held
- Fall Science (District) Benchmark administration and data analysis.
- Social Studies Curriculum night will be held
- Begin Enrichment Wednesdays in all grades.
- Begin I Can Learn Program with target classes.

November 2008:

- Meet with facilitators of enrichment programs and classroom teachers to analyze strategies being used and determine if adjustments and/or modifications are needed

December 2008:

- Analyze STAR Reader and SuccessMaker reports to look at additional academic assistance needed for struggling students

January 2009:

- Winter Benchmark test administration and data analysis
- Meeting scheduled with grade level and content area teachers to discuss and evaluate effectiveness of programs strategies and interventions to determine needs for the second semester to increase achievement
- Meet with faculty and staff to determine priorities for the 2009-2010 FSRP

February 2009:

- Plan additional strategies for academic improvement
- Science Curriculum Night will be held
- Meet with grade level content teachers to determine any other strategies needed to address student weaknesses

March 2009:

- Spring MAP administration
- MAP test score analysis by ELA and Math teachers to determine areas of weakness
- Pact-like Winter Science (District) Benchmark test administered
- Analysis of Benchmark data to determine individual areas of weakness
- Revise pullout rosters as needed based on MAP and Benchmark data
- Book Fair to be held
- Writing portion of state test administered
- Conduct data analysis of Fall and Spring MAP results to determine attainment of FSRP goals
- Compilation of all data, reports, and documentation required for FSRP

April 2009:

- Re-evaluate Master Class schedule to determine effectiveness of increased instructional time on student achievement and revise if necessary.
- Making Middle Grades Work Post Analysis
- Review SuccessMaker, Star Reader, and Benchmark data to determine final year progress and look at strategies for the next school year.

May 2009:

- PACT administered
- End of the year data and feedback from enrichment programs analyzed for modifications and adjustments

Weekly School Leadership Team Meetings, bi-weekly content and grade level team meetings, and monthly departmental meetings will be held throughout the school year.

**FOCUSED SCHOOL RENEWAL PLAN
2008–09 School Year of Implementation
Student Achievement Focused Goal**

Focused Goal 1: By April 1, 2009 using a correlation of MAP and PACT Math data, 25% of all students in grades 6-8 will show an increase of one Rasch Unit (RIT) on RIT Band Level on the Spring 2009 MAP math assessment as compared to the Fall 2008 MAP math assessment.

Strategy	Person(s) Responsible	Start Date of Strategy	Indicator(s) of Implementation
Fantastic Five or Star Math mathematics activities (aligned to math standards) will be used daily to reinforce PACT Math Skills.	Math Teachers Principal Designees	August 2008	Lesson Plans will be reviewed weekly to determine if Fantastic Five/Star Math are being used daily. Weekly Classroom Observations of math teachers will determine if activities are used in each Math class and being used in a timely manner. (Administrative Team)
Teachers will do content planning weekly with grade level peers to discuss common assessments, effective instructional strategies, and interventions.	Math Teachers Principal Designee	August 2008	Lesson Plans will be reviewed weekly for instruction/assessment strategies. Meeting minutes will be reviewed for planning, development of common assessments, and discussions of instructional strategies and interventions. (Administrative Team)
Enrichment Wednesdays scheduled b-monthly to address test indicators in Math.	Math Teachers Principal Designee	October 2008	Lesson Plans will be reviewed to determine if Enrichment Wednesdays are being incorporated into the instructional plan. (Administrative Team)
Common assessments will be given by Math teachers at the end of each nine-weeks to guide instruction.	Principal Designee Math Teachers	October 2008	Common Assessments for each nine-weeks will be reviewed for content. Lesson plans will be reviewed weekly for standard-based instruction in the content area. (Administrative Team)
Math night with parents will be held to inform parents about strategies they can use at home to support their child's academic achievement.	Math Teachers CRT	October 2008	Program Agenda will include effective strategies for parents. Parents Sign-In Sheets and video tape of activities will provide an indication of the level of parental involvement in the activity. (CRT)
I Can Learn Algebra program will be used with a target group to increase understanding of Pre-Algebra and Algebra I skills and concepts.	Principal Designee Math Teachers	October 2008	Lesson Plans will be reviewed to include the I CAN Learn Lab into the instructional program. I Can Learn Progress Reports will be reviewed to determine areas of strengths/weakness. (Math Teachers)
MAP Math test will be administered in the Fall And Spring to all students in grades 6-8 to determine yearly progress	Math teachers MAP Coordinator	September 2008	MAP test Reports will be analyzed by teachers after each administration to determine student progress and determine areas of weakness. (Math Teachers)

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Strategy	Person(s) Responsible	Start Date of Strategy	Indicator(s) of Implementation
Students in grades 6-8 who scored within five points of the next level on PACT Math will be given the opportunity to participate in an after school computer lab to enrich classroom learning.	Afterschool Coordinator Math Teachers	October 2008	SuccessMaker Cumulative Performance Reports, Star Math Progress reports, and I Can Learn Data will be analyzed by Math teachers weekly to determine student progress and determine areas of weakness. Attendance will be kept weekly to document student participation. (Afterschool Coordinator, Math Teachers)
African American males scoring Below Basic 2 on PACT Math will be placed in a SuccessMaker lab for related arts for one semester to gain additional practice in Math.	API SuccessMaker Lab Manager	August 2008	SuccessMaker Cumulative Performance Reports and Grouping By Areas Of Difficulty Reports will be analyzed weekly by math teachers to determine student progress and determine areas of weakness and interventions needed. (Lab Manager, Math Teachers)
Teachers will administer a PACT-like test in January and March to provide a standardized test environment prior to the actual PACT math test.	Math Teachers Principal Designee	January 2009	Lesson Plans will be reviewed to show inclusion of intervention strategies based on Benchmark test data. Benchmark Test Schedule will be posted and administered according to District mandates. (CRT, Principal Designee)
All students will be given a Math initial placement using SuccessMaker to determine their current level. Post-assessment will be given in February to determine growth.	Success Maker Lab Manager Math Teachers	September 2008	SuccessMaker Program data will be analyzed bi-weekly to determine student progress and determine areas of weakness. Lesson Plans will be reviewed weekly to check for incorporation of SuccessMaker into the instructional plan and the use of intervention strategies by teachers. (Lab Manager, Math Teachers)

**FOCUSED SCHOOL RENEWAL PLAN
2008–09 School Year of Implementation
Student Achievement Focused Goal**

Focused Goal 2: By April 1, 2009 using a correlation of MAP and PACT Reading data, 25% of all students in grades 6-8 will show an increase of one Rasch Unit (RIT) on RIT Band Level on the Spring 2009 MAP assessment in Reading as compared to the Fall 2008 MAP Reading assessment.

Strategy	Person(s) Responsible	Start Date of Strategy	Indicator(s) of Implementation
Students in grades 6-8 who scored within five points of the next level on PACT ELA will be given the opportunity to participate in an afterschool computer lab to enrich classroom learning.	Afterschool Coordinator ELA Teachers	September 2008	SuccessMaker Cumulative Performance Reports and Grouping By Areas Of Difficulty Reports will be analyzed by ELA teachers weekly to determine student progress and determine areas of weakness. (Afterschool Coordinator, ELA Teachers)
During the month of September, students will take a pre-assessment on Star Reader to determine reading level. A post-assessment will be taken in February to determine yearly progress.	ELA Teachers	September 2008	Star Reader Reports will be analyzed after each assessment to determine strategies needed to address weaknesses. Lesson plans will reflect strategies used to increase student achievement.(ELA Teachers)
ELA teachers will use the "SC Holt Elements of Literature Test Prep" Workbook or "Buckle Down SC PACT" to prepare students for PACT ELA.	ELA Teachers Principal Designee	September 2008	Lesson plans will be reviewed weekly to determine if resources are being used to supplement instruction. Weekly Classroom observations of the ELA teachers will be used to check for effectiveness of strategy and usage during the instructional period. (Administrative Team)
Special needs students will use the Soliloquy Reading Program, DT Trainer or DT Trainer to increase fluency, comprehension and vocabulary.	Principal Designee Special Needs Teachers	September 2008	Lesson Plans will be reviewed weekly to check for incorporation of the program into the instructional plan. Soliloquy Reports will be analyzed monthly to determine student progress. (Administrative Team, Special Needs Teachers)
All ELA teachers will develop and implement instructional strategies that incorporate student usage of new vocabulary term.	ELA Teachers Principal Designee	September 2008	Lesson Plans will be reviewed weekly to check for incorporation of the vocabulary strategies into the instructional plan. (Administrative Team)
MAP ELA test will be administered in the Fall And Spring to all students in grades 6-8 to determine yearly progress.	ELA Teachers MAP Coordinator	September 2008	MAP Test Reports will be analyzed after each administration to determine student progress and determine areas of weakness. (ELA Teachers)

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2008–09 School Year of Implementation
Student Achievement Focused Goal**

Focused Goal 2: By April 1, 2009 using a correlation of MAP and PACT Reading data, 25% of all students in grades 6-8 will show an increase of one Rasch Unit (RIT) on RIT Band Level on the Spring 2009 MAP assessment in Reading as compared to the Fall 2008 MAP Reading assessment.

Strategy	Person(s) Responsible	Start Date of Strategy	Indicator(s) of Implementation
Teachers will use the District's standards-based Middle School Delivery Framework curriculum strategies in all classes to increase levels of achievement in Reading/Language Arts by providing a Balanced Literacy Approach to instruction.	ELA Teachers Principal Designee	August 2008	Lesson Plans will be reviewed weekly to check for incorporation of the District's curriculum framework strategies into the daily instructional plan in ELA classes. (Department Leaders, CRT)
Teachers will do content planning with grade level peers to discuss common assessments, effective instructional strategies, and interventions.	ELA Teachers Principal Designee	August 2008	Lesson Plans will be reviewed weekly for best practice instruction and assessment strategies. Meeting minutes will be reviewed for planning, development of common assessments, and discussions of instructional strategies and academic interventions. (Department Leaders, CRT)
Enrichment Wednesdays scheduled bi-monthly to address tested indicators in ELA.	ELA Teachers Principal Designee	October 2008	Lesson Plans will be reviewed to determine if Enrichment Wednesdays are being incorporated into the instructional plan. (Department Leaders, CRT)
Common Assessments will be given at the end of each nine-weeks to guide instruction.	ELA Teachers CRT	October 2008	Common Assessments for each nine-weeks will be reviewed for content. Lesson plans will be reviewed weekly for standard-based instruction in the content area. (Department Leaders, CRT)
Reading night with parents will be held to inform parents about strategies they can use at home to support their child's academic achievement.	ELA Teachers CRT	September 2008	Program Agenda will include effective strategies for parents. Parents Sign-In Sheets and video tape of activities will provide an indication of the level of parental involvement in the activity. (ELA Teachers, CRT)

**FOCUSED SCHOOL RENEWAL PLAN
2008–09 School Year of Implementation
Student Achievement Focused Goal**

Focused Goal 3: By April 1, 2009, 50% of all students in grades 6-8 will show an increase of 15% on the Winter 2009 District Science Benchmark as compared to the Fall 2008 District Science Benchmark.

Strategy	Person(s) Responsible	Start Date of Strategy	Indicator(s) of Implementation
Teachers will do content planning with grade level peers to discuss common assessments, effective instructional strategies, and interventions.	Science Teachers Principal Designee	August 2008	Lesson Plans will be reviewed weekly for instruction/assessment strategies. Meeting minutes will be reviewed for planning, development of common assessments, and discussions of instructional strategies and academic interventions. (Principal Designee)
Enrichment Wednesdays scheduled bi-monthly to address tested indicators in Science.	Science Teachers Principal Designee	October 2008	Lesson Plans will be reviewed weekly to determine if Enrichment Wednesdays are being incorporated into the weekly instructional plan. (Principal Designee)
Common assessments will be given at the end of each nine-weeks to guide instruction.	Science Teachers Principal Designee	October 2008	Common Assessments for each nine-weeks will be reviewed for content. Lesson plans will be reviewed weekly for standard-based instruction in the content area. (Principal Designee)
Science night will be held to inform parents about strategies they can use to support their child's academic achievement.	Science Teachers CRT	February 2009	Program Agenda will include effective strategies for parents. Parents Sign-In Sheets will provide an indication of the level of parental involvement in the activity. (Science Teachers, CRT)
Students in grades 6-8 who scored within five points of the next level on PACT Science will be given the opportunity to participate in an afterschool computer lab to enrich classroom learning.	Afterschool Coordinator Math Teachers	September 2008	SuccessMaker Cumulative Performance Reports and Grouping By Areas Of Difficulty Reports will be analyzed weekly to determine student progress and determine areas of weakness. (Afterschool Coordinator, Math Teachers)

**FOCUSED SCHOOL RENEWAL PLAN
2008–09 School Year of Implementation
Student Achievement Focused Goal**

Focused Goal 3: By April 1, 2009, 50% of all students in grades 6-8 will show an increase of 15% on the Winter 2009 District Science Benchmark as compared to the Fall 2008 District Science Benchmark.

Strategy	Person(s) Responsible	Start Date of Strategy	Indicator(s) of Implementation
Teachers will administer PACT-like test in January to provide a standardized test environment prior to the actual PACT Science Test.	Science Teachers Principal Designee	January 2009	Lesson Plans will be reviewed to show inclusion of Benchmark test. Benchmark Test Schedule will be posted and administered according to District mandates. (Principal Designee)
Science teachers will use the "Buckle Down-SC PACT" and/or "Challenge the PACT workbook to prepare students for PACT Science.	Science Teachers Principal Designee	September 2008	Lesson plans will be reviewed weekly to determine if "Buckle Down-SC PACT" or "Challenge the PACT workbook is being used to supplement instruction. Classroom observations will be used to check for effectiveness of strategy during the instructional period. (Principal Designee)
Science teachers will utilize COWS, United Streaming, Smart Boards and/or other technologies to enhance instruction.	Science Teachers	August 2008	Lesson plans will be reviewed weekly to determine if technology is being utilized in the science classrooms. Classroom observations will be used to check for effectiveness of technology integration during the instructional period. (Principal Designee)

FOCUSED SCHOOL RENEWAL PLAN
2008–09 School Year of Implementation
Principal's Instructional Leadership Focused Goal to Increase Student Achievement

Focused Instructional Leadership Goal 1: By April 1, 2009, with principal support, all math teachers will implement instructional strategies that will reflect an increase of one Rauch Unit (RIT) on RIT Band Level for 25% of all students in grades 6-8 on the Spring 2009 MAP Math assessment as compared to the Fall 2008 MAP Math assessment.

Strategy	Person(s) Responsible	Start Date of Strategy	Indicator(s) of Implementation
Create a Master teaching schedule and bell schedule to accommodate additional Math sections to reduce class size.	Principal API	July 2008	A revised Master Schedule and Bell Schedule will indicate the additional sections of Math from the previous school year. Class rosters will show reduced class load in Math classes. (Kenneth Richardson)
Teachers will attend professional development activities on High Yield Strategies monthly which they will incorporate into daily instruction.	Principal CRT API	August 2008	Meeting agenda, training materials, sign-in sheets, teacher feedback forms, lesson plans, and classroom observations showing strategies being implemented. (Kenneth Richardson)
Provide professional development activities monthly to all Math teachers to address instructional needs indicated as outlined on the Needs Assessment instrument and school's SRP.	Principal CRT API	August 2008	Needs assessment, activity agendas, sign-in sheets, teacher feedback forms, training materials, lesson plans, classroom observations showing strategies being implemented. (Kenneth Richardson)
Facilitate Bi-monthly collaborative planning meetings to discuss effective instructional strategies based on PACT, MAP, and benchmark data analysis during Math departmental meetings.	Principal CRT	September 2008	Meeting agenda, notes from meetings, data analysis sheets, lesson plans, classroom observations of strategies being used to increase rigor and student achievement. (Kenneth Richardson)
Provide opportunities weekly for teachers to plan collaboratively, analyze achievement data, and create common assessments.	Principal	September 2008	Bell schedule created to provide common team planning times, meeting agendas, copies of data analysis forms, common assessments. (Kenneth Richardson)
Designate one FTE to create Successmaker Lab related arts sections for black male students who scored below basic on PACT MATH.	Principal Successmaker Lab Manager	August 2008	SuccessMaker Cumulative Performance Reports and Grouping By Areas Of Difficulty Reports will be analyzed weekly to determine student progress and determine areas of weakness. (Kenneth Richardson)

Conduct weekly classroom observations of Math instruction to ensure that effective, rigorous, and High Yield Instructional strategies are being implemented by teachers.	Principal Administrative Team	September 2008	Feedback from the "Checklist for Strategies and Activities, E-Walk data, informal observation feedback forms, ADEPT observation notes. (Kenneth Richardson)
Use a variety of instructional resources for target groups of students at all grade levels to address individual weaknesses in Math.	Principal	September 2008	Program descriptions, list of target students in each program, program attendance, analysis of Benchmark and MAP data throughout the year to determine if students' needs are being met. (Kenneth Richardson)

FOCUSED SCHOOL RENEWAL PLAN
2008–09 School Year of Implementation
Principal's Instructional Leadership Focused Goal to Increase Student Achievement

Focused Instructional Leadership Goal 2: By April 1, 2009, with principal support, all ELA teachers will implement instructional strategies that will reflect an increase of one Rauch Unit (RIT) on RIT Band Level for 25% of all students in grades 6-8 on the Spring 2009 MAP Reading assessment as compared to the Fall 2008 MAP Reading assessment.

Strategy	Person(s) Responsible	Start Date of Strategy	Indicator(s) of Implementation
Create a Master teaching schedule and bell schedule to accommodate additional ELA sections to reduce class size.	Principal API	July 2008	A revised Master Schedule and Bell Schedule will indicate the additional sections of Math from the previous school year. Class rosters will show reduced class load in Math classes. (Kenneth Richardson)
Teachers will attend professional development activities monthly on High Yield Strategies for Math which they will incorporate into daily instruction.	Principal CRT API	August 2008	Meeting agenda, training materials, sign-in sheets, teacher feedback forms, lesson plans, and classroom observations showing strategies being implemented. (Kenneth Richardson)
Provide professional development activities to all ELA teachers monthly to address instructional needs indicated as outlined on the Needs Assessment instrument and school's SRP.	Principal CRT API	August 2008	Needs assessment, activity agendas, sign-in sheets, teacher feedback forms, training materials, lesson plans, classroom observations showing strategies being implemented. (Kenneth Richardson)

Facilitate Bi-monthly collaborative planning meetings to discuss effective instructional strategies based on PACT, MAP, and benchmark data analysis during ELA departmental meetings.	Principal CRT	September 2008	Meeting agenda, notes from meetings, data analysis sheets, lesson plans, classroom observations of strategies being used to increase rigor and student achievement. (Kenneth Richardson)
Provide opportunities for teachers to plan collaboratively, analyze achievement data, and create common assessments.	Principal	September 2008	Bell schedule created to provide common team planning times, meeting agendas, copies of data analysis forms, common assessments. (Kenneth Richardson)
Designate one FTE to create Reading/Writing Lab related arts sections for female students who scored below basic on PACT ELA.	Principal	August 2008	Class rosters, analysis of PACT, Benchmark, and MAP data to determine individual weaknesses, pre-post analysis of skill levels to determine specific areas of weakness. (Kenneth Richardson)
Conduct weekly classroom observations of ELA instruction to ensure that effective, rigorous, and High Yield Instructional strategies are implemented by ELA teachers.	Principal	September 2008	Feedback from the "Checklist for Strategies and Activities, EWalk data, informal observation feedback forms, ADEPT observation notes. (Kenneth Richardson)
Use a variety of instructional resources for target groups of students at all grade levels to address individual weaknesses in ELA.	Principal	September 2008	Program descriptions, list of target students in each program, program attendance, analysis of Benchmark and MAP data throughout the year to determine if students' needs are being met. (Kenneth Richardson)
Ensure literacy, writing, and instruction using data from MAP and Benchmark assessments is being implemented to improve student achievement.	Principal CRT Literacy Coach	September 2008	MAP test reports, Benchmark data will be analyzed after each administration to determine student progress and areas of weakness. Pre- and Post-writings will be used to determine areas in writing that need to be addressed. Lesson plans will be reviewed each week for instructional and assessment strategies being implemented. (Kenneth Richardson)
Implement the Systematic Instruction in Phenome Awareness, Phonics, and Sight Words (SIPPS) Literacy Program with all students in Grade 6.	Principal CRT	September 2008	Program description, list of students in each classroom as determined by Star Reader test, analysis of Benchmark and MAP data throughout the year to determine if students' needs are being met. (Kenneth Richardson)

FOCUSED SCHOOL RENEWAL PLAN
2008–09 School Year of Implementation

District Administrators’ Instructional Leadership Focused Goal to Increase Student Achievement

Focused District Administrators’ Instructional Leadership Goal 1: By April 1, 2009, sixty percent of students in grades 6, 7, and 8 will meet the mean growth target of 3.2, 2.5, or 2.2 (respectively) in reading achievement as measured by RIT band values on the Measures of Academic Progress (MAP) using the fall (October, 2008) to Spring (March, 2009) evaluation cycle.

(The desired result is a positive impact on student achievement that supports the school’s FSRP and aligns with the district administrators’ responsibilities stated in the ERT process.)

Strategy List the processes/activities to fully implement the goal that will have a high probability of improving student achievement.	Person(s) Responsible (Position/Name)	Start Date of Strategy	Indicator(s) of Implementation Explain how each indicator will be used to support the achievement of the goal, followed by the name of the person responsible for the documentation.
1. The district administration will present and initial MAP training session for all Administrators prior to the start of the school term.	Executive Director MAP Coordinator Professional Development	July 2008	Administrators will be able to provide the support that is needed to provide over-site for the administration of MAP at each school site Documentation: Attendance rosters and PD Schedule Responsible: Professional Development Department
2. District administrators will establish a testing window for MAP administration	MAP Coordinator Chief Academic Officer	July 08	The testing window will enable all schools to participate within a district identified framework which will be the basis for the analysis of student progress across the evaluation cycle.) Documentation: Assessment Schedule Responsible: (MAP Coordinator)
3. The District will schedule training and support activities that support the implementation of Measures of Academic Progress (MAP).	MAP Coordinator	July 08	School staff will receive support across the school term. All support sessions will be posted on AVATAR with the appropriate staff identified. Content may be redelivered at school sites by trained persons. Documentation: PD Schedule and Rosters Responsible: (MAP Coordinator)
4. District administrators will observe classroom instruction and provide documentation as to the frequency of use of flexible grouping.	District Consultants Directors Coordinators	August 08	District administrators will observe classroom instruction to monitor implementation of the achievement strategies and to identify additional professional development needs as well as identifying teachers needing individual support. (Executive Director) Schedule to be determined Documentation: Visitation Schedule and Observation Documents Responsible: Executive Director
5. District administrators will observe classroom instruction and provide documentation as to the frequency of use of Guided and differentiated instruction.	District Consultants Directors Coordinators	August 08	District administrators will observe classroom instruction to monitor implementation of the achievement strategies and identify additional professional development needs as well as teachers needing individual support. Documentation: Visitation Schedule and Observation Documents Responsible: Executive Director

6. District administrators will observe classroom instruction and provide documentation as to the use of three high yield strategies. a. Identifying Similarities and Differences b. Summarizing and Note Taking c. Setting objectives and Providing Feedback	District Consultants Directors Coordinators	August 08	District administrators will observe classroom instruction to monitor implementation of the achievement strategies and to identify additional professional development needs as well as teachers needing individual support. Documentation: Visitation Schedule and Observation Documents Responsible: Executive Director
7. District administrators will observe Classroom instruction and provide documentation as to the implementation of the District Literacy Framework.	District Consultants Directors Coordinators	August 08	District administrators will observe classroom instruction to monitor implementation of the achievement strategies and to identify additional professional development needs as well as identifying teachers needing individual support. Documentation: Visitation Schedule and Observation Documents Responsible: Executive Director
8. Training will be provided to teachers with the implementation of Descartes in to assist staff with differentiated instruction.	MAP Coordinator Consultants	August 08	The DesCartes continuum of learning orders specific reading and math skills by achievement levels. DesCartes will help- teachers organize resources needed for individual students, define flexible groups, identify concept skills, and share academic needs with parents, guide selection of materials and monitor academic growth in relationship to content standards. Documentation: PD Schedule Responsible: MAP Coordinator, MWEA Consultants, C & I Consultants
9. District subject area consultants and curriculum resource teachers will provide classroom demonstrations as needed and requested.	District Consultants Coordinators	August 2008	District consultants will support effective instruction in reading, by providing classroom instructional demonstrations and follow-up conferences with teachers. Consultants will model standards-based instruction and best practices. Documentation: Visitation Schedule , Teacher Reflection Form Responsible: Executive Director
10. Subject area consultants will use a “coaching” model to support teachers with Implementing effective instruction and promoting engagement.	District Consultants/ENI	August 2008	District consultants/ENI consultants will engage teachers in “reflective” discussions pertaining to lessons taught. The goal is to improve instruction by having teachers to analyze the teaching/learning process. A district observation form with reflective questions will be used to direct the conferences. Documentation: Visitation Schedule , Teacher Reflection Form Responsible: Executive Director
11. MAP training will be provided for Curriculum Resource Teachers and the Principal’s Designee	Executive Director MAP Coordinator Professional Development	September 2008	As site personnel are responsible for the administration of MAP, these individuals will acquire the technical knowledge as well discuss the practical aspects of MAP administration with the district consultant. Documentation: PD Schedule Responsible: Executive Director
12. District administrators will develop and Disseminate benchmark tests to be administered during the academic school term.	Director of Curriculum and Instruction	October 2008	District benchmarks will provide the school with data regarding student’s progress in meeting academic goals. The school will use the information derived to determine where re-teaching and regrouping may be needed. The benchmark test and the compilation of results will be the supporting evidence. (Director of C & I) Following the Benchmark Administration as indicated on the District’s Assessment Calendar.

			Documentation: Benchmark Reports Responsible: Executive Director
13. The district administrators will monitor MAP reports and provide feedback to principals for each evaluation period.	Executive Director MAP Coordinator	October 2008	District review of the data and conferences with the principal allow another opportunity for the district and the school to collaborate on increasing student achievement and to identify needed instructional focus and interventions. The Principal Conference form will document this activity. Documentation: Fall MAP reports Responsible: Executive Director

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District Administrators’ Instructional Leadership Focused Goal to Increase Student Achievement

Focused District Administrators’ Instructional Leadership Goal 2: By April 1, 2009, sixty percent of students in grades 6, 7, and 8 will meet the mean growth target of 5.5, 4.2, or 3.4 (respectively) in math achievement as measured by RIT band values on the Measures of Academic Progress (MAP) using the fall (October, 2008) to Spring (March, 2009) evaluation cycle.

(The desired result is a positive impact on student achievement that supports the school’s FSRP and aligns with the district administrators’ responsibilities stated in the ERT process.)

Strategy List the processes/activities to fully implement the goal that will have a high probability of improving student achievement.	Person(s) Responsible (Position/Name)	Start Date of Strategy	Indicator(s) of Implementation Explain how each indicator will be used to support the achievement of the goal, followed by the name of the person responsible for the documentation.
1. The District administration will present and initial MAP training session for all Administrators prior to the start of the school term	Executive Director MAP Coordinator Professional Development	July 2008	Administrators will be able to provide the support that is needed to provide over-site for the administration of MAP at each school site Documentation: Attendance rosters and PD Schedule Responsible: Professional Development Department
2. District administrators will establish a testing window for MAP administration	MAP Coordinator Chief Academic Officer	July 08	The testing window will enable all schools to participate within a district identified framework which will be the basis for the analysis of student progress across the evaluation cycle.) Documentation: Assessment Schedule Responsible: (MAP Coordinator)
3. The District will schedule training and support activities that support the implementation of Measures of Academic Progress (MAP).	MAP Coordinator	July 08	School staff will receive support across the school term. All support sessions will be posted on AVATAR with the appropriate staff identified. Content may be redelivered at school sites by trained persons. Documentation: PD Schedule and Rosters Responsible: (MAP Coordinator)
4. District administrators will observe classroom instruction and provide documentation as to the frequency of use of flexible grouping.	District Consultants Directors Coordinators	August 08	District administrators will observe classroom instruction to monitor implementation of the achievement strategies and to identify additional professional development needs as well as identifying teachers needing individual support. (Executive Director) Schedule to be determined Documentation: Visitation Schedule and Observation Documents Responsible: Executive Director
5. District administrators will observe classroom instruction and provide documentation as to the frequency of use of Guided and differentiated instruction.	District Consultants Directors Coordinators	August 08	District administrators will observe classroom instruction to monitor implementation of the achievement strategies and identify additional professional development needs as well as teachers needing individual support. Documentation: Visitation Schedule and Observation Documents

			Responsible: Executive Director
6. District administrators will observe classroom instruction and provide documentation as to the use of three high yield strategies. d. Identifying Similarities and Differences e. Summarizing and Note Taking f. Setting objectives and Providing Feedback	District Consultants Directors Coordinators	August 08	District administrators will observe classroom instruction to monitor implementation of the achievement strategies and to identify additional professional development needs as well as teachers needing individual support. Documentation: Visitation Schedule and Observation Documents Responsible: Executive Director
7. District administrators will observe Classroom instruction and provide documentation as to the implementation of the District Literacy Framework.	District Consultants Directors Coordinators	August 08	District administrators will observe classroom instruction to monitor implementation of the achievement strategies and to identify additional professional development needs as well as identifying teachers needing individual support. Documentation: Visitation Schedule and Observation Documents Responsible: Executive Director
8. Training will be provided to teachers with the implementation of DecCartes in to assist staff with differentiated instruction.	MAP Coordinator Consultants	August 08	The DesCartes continuum of learning orders specific reading and math skills by achievement levels. DesCartes will help- teachers organize resources needed for individual students, define flexible groups, identify concept skills, and share academic needs with parents, guide selection of materials and monitor academic growth in relationship to content standards. Documentation: PD Schedule Responsible: MAP Coordinator, MWEA Consultants, C & I Consultants
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10. District subject area consultants will use a “coaching” model to support teachers with implementing effective instruction and promoting engagement.	District Consultants	August 2008	District consultants/ENI consultants will engage teachers in “reflective” discussions pertaining to lessons taught. The goal is to improve instruction by having teachers to analyze the teaching/learning process. A district observation form with reflective questions will be used to direct the conferences. Documentation: Visitation Schedule , Teacher Reflection Form Responsible: Executive Director
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12. District administrators will develop and disseminate benchmark tests to be administered during the academic school term.	Director of Curriculum and Instruction	October 2008	District benchmarks will provide the school with data regarding student’s progress in meeting academic goals. The school will use the information derived to determine where re-teaching and regrouping may be needed. The benchmark test and the compilation of results will be the supporting evidence. (Director of C & I) Following the Benchmark Administration as indicated on the District’s Assessment Calendar. Documentation: Benchmark Reports

			Responsible: Executive Director
13. The district administrators will monitor reports MAP reports and provide feedback to principals for each evaluation period.	Executive Director MAP Coordinator	January 09 May 09	District review of the data and conferences with the principal allow another opportunity for the district and the school to collaborate on increasing student achievement and to identify needed instructional focus and interventions. The Principal Conference form will document this activity. Documentation: Fall MAP reports Responsible: Executive Director

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Title and Description of Each Program and Initiative Included in the FSRP

Fantastic Five is a daily mathematics warm-up of five questions that spiral through the bullets of the NCTM (National Council of Teachers of Mathematics) standards. There are 180 exercises which coincide with 180 days students attend school.

Enrichment Fridays is content area enrichment provided to all students based on weaknesses determined by Benchmark, MAP Test, or other assessments.

Soliloquy Reading Assistant Program is a computer program that uses advanced speech recognition technology with reading science to help students become confident readers and strengthen their reading fluency. It works by listening as students read, by intervening with audio support when necessary. Students increase in reading fluency, comprehension and vocabulary.

Curriculum Nights are used to give parents a snapshot of the types of activities, strategies, and programs that teachers use instruct students in the classroom. The activities on curriculum nights are designed to engage parents and students on such activities and programs.

I CAN Learn (Interactive Computer Aided Natural Learning) is a self-paced, mastery based mathematics curriculum for Algebra, Pre-Algebra, and Fundamentals of Mathematics. The system presents interactive multimedia presentations that teach and test students on essential mathematical concepts. It allows each student to work at their own pace, which allows teachers to identify and focus on struggling students.

The SuccessMaker Afterschool Enrichment is designed for students within five points of moving to the next highest level on PACT for Math, ELA, and or Science.

CRP (Comprehensive Remediation Afterschool Program) is designed for all students who have been Below Basic in a subject area for one or two years.

SuccessMaker Lab (Related Arts) is designed for semester students who scored Below Basic on PACT, ELA, or Science.

MAP (Measures of Academic Progress) is a State-aligned computerized adaptive assessment program that provides educators with the information they need to improve teaching and learning. Educators use the growth and achievement data from MAP to develop targeted instructional strategies and to plan school improvement. MAP assessment results help educators make student-focused-data driven decisions.

The District Benchmark Assessment is a diagnostic test that was developed a support tool for teachers to help gauge their student's strengths and weaknesses against end of year students. Benchmark Assessments have been designed to advance teaching and learning in several important ways. First, they provide teachers with quick, reliable feedback on how students are progressing toward state standards. Secondly, they provide schools with timely information about strengths and weaknesses of classes and grade levels on the major standards of each content area.

Star Reader is a computer-based test that takes less than 15 minutes to assess students' reading levels. Questions continually adjust to the student's responses. Detailed reports help teachers place new students, measure progress, and identify those who need individual help. Teachers are able to make data driven decisions about appropriate books and curricular materials to each student.

Pull-Out Enrichment in mathematics, ELA, Science, and Social Studies is designed for students who are within 5 points from moving to the next higher level on PACT.

*****The Administrative Team at St. Andrews Middle School consists of: Kenneth Richardson, Teresa Broome, Jacob Holmes, Donna Muhammad, and Jametta Hodges-Stewart.**